

# POSITION DESCRIPTION

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## Allied Health Team Manager Integrated Health Services (Southern)

August 2019

The West Coast District Health Board is committed to the principles of the Treaty of Waitangi and the overarching objectives of the New Zealand health and disability strategies.

<b>Position Title:</b>	Allied Health Team Manager, Integrated Health Services (Southern)	
<b>Reports to:</b>	Manager, Southern Integrated Health Services (Operationally) Associate Director of Allied Health (Professionally)	
<b>Key Relationships:</b>	<b>Internal:</b> <ul style="list-style-type: none"> <li>▪ Associate Director of Allied Health</li> <li>▪ Director of Allied Health, Scientific &amp; Technical</li> <li>▪ Executive Director of Allied Health, Scientific &amp; Technical</li> <li>▪ Clinical Leaders (AHST)</li> <li>▪ IFHS Clinical Leadership Team (South)</li> <li>▪ Allied Health Team Leaders (Central &amp; South)</li> <li>▪ Allied Health Clinicians</li> <li>▪ People &amp; Capability Team</li> <li>▪ Administrators</li> </ul>	<b>External:</b> <ul style="list-style-type: none"> <li>▪ Patients, whanau</li> <li>▪ Referrers incl PHO, DHBs, ARC facilities</li> <li>▪ Government partners such as Oranga Tamariki, Housing NZ based in the north of Te Tai Poutini, the West Coast</li> </ul>
<b>Role Purpose:</b>	<p>The Allied Health Team Manager (Southern) is a recognised member of the West Coast Leadership Team and is responsible for enabling excellence in rural health and disability outcomes in alignment with the WCDHB's vision and values. The two key functions of this role are:</p> <ol style="list-style-type: none"> <li>1. Providing advanced operational and strategic clinical leadership to the Allied Health team based in the Southern Region. Core components include responsibility for providing: <ol style="list-style-type: none"> <li>a. Clinical leadership to ensure: a quality service is delivered that aligns with evidence based practice, and equitable health outcomes are achieved through the provision of culturally competent, timely, and appropriate care (including transfer of care)</li> <li>b. Operational management of the Allied Health team based in the Southern Region to ensure a sustainable service that is compliant with contemporary, integrated, interprofessional models of mental health service delivery that align with the strategic direction of the WCDHB and national government</li> <li>c. Operational support to the Integrated Family Health Service (Southern) to promote integration of allied health services within mental health, community and primary care</li> </ol> </li> <li>2. Participating and providing expert leadership as an active member of the West Coast Leadership Team and Alliance. Core components include shared accountability for:</li> </ol>	

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	<ul style="list-style-type: none"> <li>a. Collaboratively developing, implementing, monitoring, and evaluating clinical processes and standards for Allied Health services across the Coast to promote excellence in health service delivery. This includes prioritising development of services to ensure these are appropriate and accessible for Māori as tangata whenua.</li> <li>b. Collaboratively contributing to the development of a “one team” person-centred approach within the Integrated Family Health Service in the Southern Region and across the Coast, ensuring implementation of infrastructure (communication and documented processes) that will ensure these teams are sustainably connected and able to flexibly support delivery of a consistent, quality, rural health service</li> <li>c. Ensuring there is robust reporting and transparency of activity, demand, and performance with regards to service standards across all health services. This includes contributing to implementation of the necessary infrastructure to support evidence-based, transparent decision making that enables safe staffing as part of Care Capacity Demand Management (CCDM).</li> <li>d. Providing ‘Enabling’ Leadership to members of the allied health workforce through active coaching, mentoring, and sponsorship that is focussed on developing individual capability that will empower excellence. This includes having active input into the interprofessional development of individuals and teams, ensuring that this occurs and meets the requirements of the service and workforces.</li> </ul> <p>Developing strong links to the Canterbury DHB Allied Health Leaders Group to support the teams with accessing/sharing specialist advice, processes, and development opportunities</p>
<p><b>Complexity:</b></p>	<p>Most challenging duties typically undertaken or most complex problems solved:</p> <ul style="list-style-type: none"> <li>• Effective management of the mental health team in the Southern Region to implement new ways of working informed by the strategic direction of the WCDHB and national government</li> <li>• Effective performance management of staff that focusses on: development of capability, maximising delivery against key performance indicators, and fostering a positive and professional work culture</li> <li>• Skilled, collaborative, evidence-based negotiation to direct appropriate allocation of workforce resource within an interprofessional framework</li> <li>• Analysing, interpreting, and reporting relevant data to identify and address opportunities for improvement in the patient journey through allied health services in the Southern Region, with a focus on achieving equity in health outcomes for Māori</li> <li>• Examining relevant data/information/trends to advise the Operations Manager (Integrated Health Services - Southern) and others regarding issues related to: resource, progress against quality care standards, and factors that may impact on recruiting and retaining a sustainable workforce</li> <li>• Collaborative and strategic implementation of infrastructure that enables sustainable connectedness of teams, and consistency in service delivery, across the Coast</li> <li>• Collaboration with key relationships to develop, implement, and evaluate integrated models of mental health service delivery</li> </ul>

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## ORGANISATIONAL VISION & VALUES:

Our vision is for an integrated West Coast health system that is clinically sustainable and fiscally viable; a health system that wraps care around a person and helps them to stay well in their community.

### All activities of the WCDHB reflect the values of:

- Manaakitanga – caring for others
- Whakapapa – identity
- Integrity
- Respect
- Accountability
- Valuing people
- Fairness
- Whanaungatanga – family and relationships
- Pono - truth

### He mihi

*E ngā mana*

*E ngā reo*

*E ngā iwi o te motu*

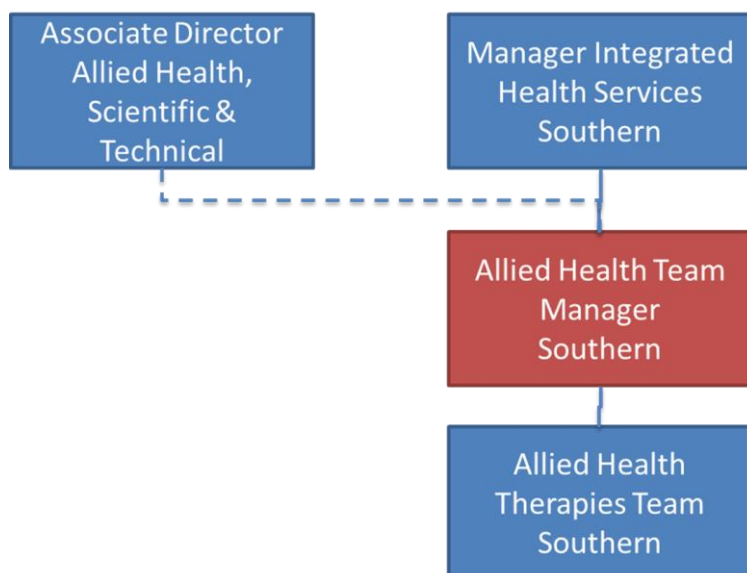
*Tēnei te mihi ki a koutou katoa*

### He whakatauki

*Ko tau rourou, ko taku rourou, ka ora ai te iwi*

With your contribution and my contribution, we will be better able to serve the people.

## PLACE IN THE ORGANISATION:



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## KEY ACCOUNTABILITIES:

The 'role title' is responsible for:	The 'role title' will be successful when
<p><b>1. Facilitating quality standards of consumer care</b></p>	<ul style="list-style-type: none"> <li>• Establish effective and efficient systems to manage caseloads in line with operational expectations.</li> <li>• Provide case supervision, as appropriate, and problem solving to support the inter-disciplinary team with their case management.</li> <li>• Protocols and quality standards specific to the team are developed and maintained with performance measurements against these standards.</li> <li>• Provide clinical leadership that ensures team members sensitively and appropriately deal with patient rights, address ethnicity needs and personal and cultural considerations.</li> <li>• Promote a service delivery approach that ensures clients/consumers, their family/whanau and carers are appropriately advised about the care and treatment needs, options and probable outcomes. Ensure appropriate links are established and continually strengthened with Primary Care and all other relevant community providers.</li> <li>• Ensure safe service delivery is maintained by having systems in place to manage staff leave and vacancies.</li> <li>• Regular auditing and review of documentation undertaken to ensure quality standards are being met.</li> <li>• Regular reporting requirements of contract volumes and finances are undertaken on time and with a high degree of accuracy and understanding.</li> <li>• Recognition of and proactive approach taken to systems improvements across the sector that improves client outcomes, efficiency for staff and fiscal effectiveness</li> </ul>
<p><b>2. Encouraging and facilitating staff development</b></p>	<ul style="list-style-type: none"> <li>• Work in partnership with profession specific Clinical Leaders regarding all aspects of staff professional development.</li> <li>• Ensure the Performance Appraisal Plans, are completed in a timely manner in line with WCDHB policy and show any education / training and developmental needs as well as goal setting.</li> <li>• On the job educational and training opportunities are provided for staff in partnership with the AHST Professional Development Facilitator to meet identified personal, professional and service needs and requirements including support for clinical supervision and peer review.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Undertake responsibility for the recruitment of all staff in the team in partnership with the relevant Clinical Leader and in line with WCDHB procedures.</li> <li>• In conjunction with the Clinical Leaders coordinate the orientation programme for new staff.</li> <li>• Attention is paid to opportunities for succession planning.</li> <li>• Performance management of all staff in the team.</li> </ul>
<p><b>3. Provide leadership capability that builds and maintains a supportive work environment and provides effective day to day management of the community teams.</b></p>	<p>Team members maintain:</p> <ul style="list-style-type: none"> <li>• A common sense of team purpose and culture that is consistent with the overall objectives of WCDHB;</li> <li>• A clear understanding and willingness to perform their role and accountabilities to high standards of professionalism;</li> <li>• Up to date knowledge and skill that facilitates involvement in teams beyond their personal role.</li> <li>• The team is staffed with competent personnel recruited with robust selection methods relevant to their roles and team members achieve clear performance accountabilities.</li> <li>• Compliance with WCDHB P&amp;C and other policies is maintained.</li> <li>• Workloads are managed appropriately across team members.</li> <li>• Conflict is managed in a proactive manner and any unresolved conflict does not have an operational impact on service delivery or individual team members. Staff report high levels of engagement and involvement in the work and contribute to decision making of the wider team.</li> <li>• Establish effective lines of communication within the team and across all disciplines.</li> <li>• Provide support and education to assist staff to adopt and utilise new systems and processes.</li> <li>• Encourage and expect close collaboration with other teams and services across the West Coast.</li> <li>• Ensure the team is kept informed and supported through any change process.</li> </ul>
<p><b>4. Professionalism</b></p>	<ul style="list-style-type: none"> <li>• Conducts self with a high level of professionalism at all times</li> <li>• Clinical practice complies with the Health Practitioners Competency Assurance Act (2003), and reflects knowledge of legislation and Ministry of Health guidelines that impact on practice.</li> <li>• Professional networks are developed and maintained throughout the West Coast health sector (DHB, PHO, CPH, WC GP's)</li> <li>• Responds to requests from health professionals in a timely manner.</li> </ul>
<p><b>5. Professional Development and Research</b></p>	<ul style="list-style-type: none"> <li>• Develops personal professional growth through participation in professional development activities.</li> </ul>

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	<ul style="list-style-type: none"> <li>Realistically identifies and takes responsibility for personal training needs and seeks opportunities to build ongoing professional learning.</li> </ul>
<b>6. Communication</b>	<ul style="list-style-type: none"> <li>Obtains information accurately from others and acts on it.</li> <li>Communicates information in a health literate manner.</li> <li>Advocates clearly, prepares and presents an opinion well.</li> <li>Communicates effectively with members of staff, the public and external organisations.</li> <li>Contributes to effective organisational communication.</li> <li>Demonstrates a knowledge of the service and resources available.</li> <li>Provides or contributes to accurate and timely reports on nutrition service outcomes and activities</li> </ul>
<b>7. Customer Service</b>	<ul style="list-style-type: none"> <li>Respects and maintains client confidentiality, rights and dignities at all times.</li> <li>Selects and uses the appropriate communication medium for information transfer.</li> <li>Responds in a timely and positive manner when dealing with all customers (internal and external), both in person and on the phone.</li> <li>Models a commitment to customer service and patient advocacy.</li> <li>Thinks quickly and responds appropriately in unexpected or confrontational situations.</li> <li>Understanding and commitment to adherence with the Code of Patient Rights and Responsibilities.</li> <li>Demonstrates responsibility for creating a customer service environment.</li> </ul>
<b>8. Honouring cultural diversity</b>	<ul style="list-style-type: none"> <li>Demonstrates commitment to Treaty of Waitangi principles when working with tangata whaiora and whānau.</li> <li>Consistently demonstrates awareness and sensitivity of cultural differences when working with patients and their families/whānau, and when working with clinical and non-clinical colleagues across the WCDHB.</li> <li>Consistently utilises Tikanga Best Practise guidelines in everyday practise</li> <li>Demonstrates personal commitment to addressing inequity for Māori and Pacific peoples accessing WCDHB mental health services</li> <li>Works in collaboration with the WCDHB Māori Health Team, local iwi, Māori Mental Health Team, etc. to develop strategies aimed at addressing inequities</li> <li>Consistently respects the spiritual beliefs and cultural practises of others, including colleagues</li> <li>Demonstrates care and respect for diversity in the workplace, including care and respect for internationally trained colleagues</li> </ul>
<b>9. Health and Safety</b>	<ul style="list-style-type: none"> <li>Maintaining a high quality, safe and secure work</li> </ul>

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	<p>environment by following relevant West Coast DHB and divisional policies, protocols and standards.</p> <ul style="list-style-type: none"> <li>• take all practicable steps to ensure the health and safety of employees at work and maintain knowledge of WCDHB health and safety systems and policies</li> </ul>
<b>10. Quality</b>	<ul style="list-style-type: none"> <li>• Ensure a quality service is provided in your area of expertise by taking an active role in quality activities, identifying areas of improvement.</li> <li>• Encourage and facilitate team members to participate with quality improvement initiatives and ideas for improvement in service delivery and to adopt the principles of lean thinking.</li> </ul>
<b>11. Providing effective financial and risk management of the team budget.</b>	<ul style="list-style-type: none"> <li>• Work with the IFHS Manager to proactively manage the budget.</li> <li>• Complete monthly budget reporting as requested.</li> <li>• Contribute to the development of the annual budget and Capex.</li> <li>• Ensure service expenditure is maintained within the prescribed boundaries.</li> <li>• Investigate and effectively manage variations in the budget and provide timely and accurate reports.</li> <li>• Highlight potential for efficiencies.</li> </ul>

### PERSON SPECIFICATION:

<b>Qualifications &amp; Experience</b> <i>(indicate years of experience required and level of learning)</i>	
<p><b>Essential</b></p> <ul style="list-style-type: none"> <li>• Registered Allied Health, Scientific or Technical professional with an Annual Practicing Certificate</li> <li>• Current full New Zealand Drivers Licence</li> <li>• Demonstrated knowledge of the New Zealand Health Sector</li> <li>• Excellent administrative, organisational, and time management skills</li> <li>• Ability to build and sustain relationships</li> <li>• Effective team player</li> <li>• Ability to use initiative and work independently</li> <li>• Ability to contribute to and accommodate change</li> <li>• Excellent written and oral communication</li> <li>• Ability to communicate across all disciplines and occupational groups</li> <li>• Competence in a variety of administration and health record applications</li> <li>• Commitment to Te Tiriti o Waitangi</li> </ul>	<p><b>Desirable</b></p> <ul style="list-style-type: none"> <li>• Broad base of health experience</li> <li>• Coaching and leadership skills</li> <li>• Previous experience of interdisciplinary team management and a commitment to clinical governance</li> </ul>

The intent of this position description is to provide a representative summary of the major duties and responsibilities performed in this job classification. Employees may be requested to perform job related tasks other than those specified.

**The West Coast District Health Board has non-smoking policies which are expected to be adhered to by all staff.**